

Impact of Service Quality and Level of Confidence on Performance and Community Satisfaction at the Kutai Timur Regional Police in East Kalimantan

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Abstract: - This study analyzes the direct effect of service quality and level of confidence on performance and the direct influence of service quality, level of confidence, performance, and Letter of Notification of Progress of Investigation Results (SP2HP) on community satisfaction. Next, we examine the indirect influence of service quality and level of confidence on community satisfaction through performance mediation. Next, we examine the moderating effect of SP2HP on the relationship between performance and community satisfaction. This study uses primary data from the perceptions of 214 respondents. It then analyzes the data using confirmation factor analysis through a structural equation model (SEM) with PLS and support from SmartPLS software. The findings of this study support the argument that service quality has a positive and significant direct effect on performance and community satisfaction. The confidence level has a positive and significant direct effect on performance but not on community satisfaction. Performance and SP2HP have partially positive and significant effects on community satisfaction. While the indirect effect shows that service quality affects community satisfaction through mediating performance, the level of confidence does not significantly affect community satisfaction through mediating performance. SP2HP does not moderate the relationship between performance and community satisfaction.

Key-Words: - Service Quality, Level of Confidence, Performance, Letter of Notification of Progress of Investigation Results (SP2HP), Community Satisfaction.

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1 Introduction

The East Kutai Resort Police is responsible for a vast region in East Kutai Regency, which encompasses 18 subdistricts and 141 villages. In Sangatta, East Kalimantan Province, this district's largest subdistrict by area is Muara Wahau at 5,724.32 km², and the smallest is Sangkulirang at 143.82 km². In total, the area of East Kutai Regency occupies 35,747.50 km² or approximately 17% of the entire East Kalimantan Province. According to the recent Indonesian population census conducted in 2020, the district has a population of 424,334 inhabitants. The population density is around 12 people per square kilometer, and the average annual population growth rate has been 4.08% over the last four years, [1].

The East Kutai Police comprises various units, including Satresnarkoba, Satbinmas, Satintelkam, Satreskrim, Satsabhara, Sattahti, and

Satlantas. These units provide excellent service to the community based on their respective areas of operation. However, since its establishment, the East Kutai Police has faced new challenges and evolving issues brought about by the COVID-19 pandemic in Indonesia, in general, and specifically in the East Kutai district. The police must now adapt their services to respond effectively to this situation. The entire East Kutai Police force is fully committed to supporting the vision and mission of the East Kutai Resort Police to enhance their image with the public. In doing so, they play a crucial role in improving police–community relations.

The East Kutai Police has exhibited commendable efficiency and has garnered substantial support from the local population. Public accounts of drug-related offenses reflect the success of the police in apprehending and prosecuting drug dealers and users within their jurisdiction in the East Kutai Regency. To enhance

community relations, the East Kutai Police have taken proactive measures to assist during the COVID-19 pandemic by distributing essential provisions to vulnerable communities. The efficient distribution of aid ensures its reach among those requiring assistance, fostering a favorable perception of the social services delivered by the East Kutai Police force.

According to research by, [2], how the police perform their duties significantly impacts community satisfaction and cooperation. This is supported by various studies that have found that positive perceptions of law enforcement lead to increased citizen cooperation with crime control efforts and higher rates of crime disclosure, [3].

A correlation exists between perceptions of legitimacy and police cooperation, which has been discovered by additional research in this area. When citizens have more favorable perceptions of police procedural justice, they are more likely to view the police as legitimate and cooperate with them, [4].

In addition to their traditional law enforcement duties, the police are increasingly expected to enhance the quality of life within the community, [5]. A key aspect of this evolving role involves addressing issues related to fear and insecurity. Achieving this goal necessitates strong support from citizens, as collaboration between the police and the community is crucial for establishing safe and secure neighborhoods, yielding mutual benefits. The growing concerns surrounding the relationship between the police and the community have prompted scholars to investigate the nature of citizens' attitudes toward police services, policies, and performance. Previous research has primarily focused on examining the impact of citizen characteristics and their interactions with the police and the various dimensions of citizen attitudes on levels of citizen satisfaction and evaluations of police conduct. Much of this research has been conducted within urban contexts in the United States, [6]. An empirical study also showed that using investigation applications at Banyumas Police cannot run well, [7]. Meanwhile, [8], at Banyuwangi Police and, [9], at Medan Police found that investigation and investigation services using the Letter of Notification of Progress of Investigation Results (SP2HP) were very helpful for police and public investigation and investigation activities online and updated. In this situation, there is an inconsistency in the use of the SP2HP application in different Polres locations and the situation and psychological conditions of urban and rural communities, which have significant

differences, making it an interesting research gap to be analyzed more deeply in this study.

The description above shows that the role of the police is important for people who feel protected so that the community is willing to work together to help the police. This indicates high confidence in the community through satisfaction with the services provided by the police institution. In addition, the research gap formed from previous studies with this study is that the location of previous empirical research occurred in various metropolitan or large cities. In contrast, this study chooses a scope in a smaller location or within the district's scope. Surely, many new and interesting things will be found in this study, given the increasing number of criminal cases.

2 Literature Review

2.1 Service Quality

Service quality is a vital determinant that upholds service providers' core focus and primary objectives, especially those in direct contact with the public. It indicates the effectiveness of organizations that deliver services and support underpinned by optimal internal organizational performance.

Since the 1990s, service quality and consumer satisfaction have been widely recognized as pivotal strategic imperatives for transforming the public sector, [10]. While much research has explicitly applied the five service quality attributes model (SERVQUAL) to assess the quality of public services, there has been limited exploration or validation of quality attributes specifically within the public sector context, [11]. SERVQUAL, a well-established quality model, has traditionally been used to gauge the quality of processes in private service settings where human interactions play a crucial role in delivering satisfactory service, [12], [13]. However, scant attention has been directed toward other essential measures, such as equity and feedback, which hold particular significance in public services, [14], [15].

The Law of the Republic of Indonesia Number 25 of 2009 on Public Services serves as the regulatory framework governing the provision of services to the community and all citizens of Indonesia. This legal framework is aligned with the mandate in Article I, Section XI(A) of the 1945 Constitution, which requires the state to cater to citizens' needs and fundamental rights through public services. Furthermore, this law emphasizes building public trust by meeting all citizens' and

residents' expectations and demands for high-quality public services. To accomplish this objective, it is essential to establish explicit legal standards that delineate the rights and duties of individuals and ensure that government entities fulfill their obligations in providing public services. In addition, the main purpose of this law is dual-fold: first, to enhance the quality and assurance of public services by adhering to principles of good governance and adopting efficient organizational strategies; second, to safeguard every citizen and resident against any abuse or misuse of authority associated with the delivery process. This necessitates the implementation of suitable legal measures for upholding these principles.

Given that the sources of quality in public services differ from those in private services, it is necessary to consider the diversity and complexity of issues when identifying public service users. Users of public services include constituents such as employees, taxpayers, communities, nongovernmental organizations (NGOs), nonprofit organizations (NPOs), and the press, in addition to beneficiaries, [16]. Externalities between beneficiaries and taxpayers can also be a source of significant concern. In public services, conflicts of interest between beneficiaries and stakeholders are inevitable. Each party has its interests in human interactions, developing policies, and designing services. This is because service standards that determine who will be stakeholders and whose interests will be impacted are established during the policy-making and service design processes. In addition, numerous NGOs participate in delivering public services alongside government agencies. As a result, numerous relationships between government and civil society organizations have emerged, and the government's capacity to manage these relationships is essential for enhancing public sector quality and satisfaction. Similarly, sources of quality cannot be limited to service encounters alone; they must also include the design phase of public services and relationships with organizations that assist in delivering public services. Existing SERVQUAL-based studies on public service quality have disregarded the fact that there is a clear distinction between public services.

Globally, there is a growing concern regarding the persistent neglect of product and service quality, especially in non-market-driven services. In the United States, there is notable discontent among Americans because of prevalent issues in most services, such as unwarranted delays, errors, perceived arrogance, incompetence, subpar materials, excessive costs, and substandard

craftsmanship. One illustrative example of this dissatisfaction was the recall of Governor Gray Davis and the subsequent election of Arnold Schwarzenegger in 2002, driven by the prevailing belief that "special interests" had a significant influence on the Davis administration and the perception of state inefficiency, [17]. Moreover, an increasing number of citizens and consumers express dissatisfaction with domestic manufacturers and service providers, demonstrating a willingness to explore alternatives abroad. Customers who voice their dissatisfaction gain recognition, particularly when valued members, guests, or associates contribute to businesses through paid services and repeat business. The traditional distinction between the actual quality of a product or service at the time of delivery and its perceived quality has become less relevant. Informed consumers now demand higher quality products at more affordable prices.

Consequently, customer-driven enhancements in service quality have become imperative. While quality definitions based on design, fit, and performance have existed for some time, incorporating a customer-driven or user-based perspective on service quality is relatively recent in the American service sector, [18]. This perspective has identified eight quality dimensions to understand how customers define quality. These dimensions encompass: (1) performance, (2) features, (3) reliability, (4) fit, (5) durability, (6) serviceability, (7) esthetics, and (8) perceived quality.

This customer-centric, multi-dimensional approach to quality underscores the potential of quality theory as a tool in international market competition. Understanding the interplay of these dimensions emphasizes the significance of defining quality in alignment with consumer demands and expectations. This empowers all stakeholders to strategically manage quality as a versatile, interdisciplinary resource to meet, surpass, and anticipate customer expectations. The multifaceted definition of service quality should be centered on the customer and aligned with the extent to which the service fulfills or exceeds consumer needs and expectations. Recognizing that market-driven and non-market-driven (competitive and non-competitive) service organizations hold distinct perspectives on quality, the customer or user ultimately defines what constitutes quality. Quality assessment metrics rooted in valid service quality attributes and customer satisfaction assessments should proactively anticipate, meet, and exceed customer expectations.

Persistent security threats, efforts to enhance intelligence capabilities and bolster homeland security, and escalating global tensions, especially in regions such as the Middle East, expose vulnerabilities in critical public service delivery and regulatory systems. Despite resource and training constraints, several public entities are expanding their missions, including military, intelligence, security agencies, the Environmental Protection Agency, federal and state health and human services ministries, and certain state military reserve units. The Transportation Security Administration, a component of the recently established Department of Homeland Security, faces unprecedented challenges in adhering to Congress's deadlines and mandates for improving and maintaining aviation security. Furthermore, there is a growing trend of collaboration between private enterprises and government agencies to achieve shared objectives, [19].

Regardless of the nature of the reform initiative, it is important to recognize and provide incentives to employees to drive innovation, improve performance, and maintain effective change management. This is taken into consideration by, [19]:

1. Role of Quality Awards: How do quality awards improve client service and productivity?
2. Recognition of organizational values: What organizational values are acknowledged and prioritized through quality awards?
3. Measuring Success and Disseminating Lessons: How is success quantified, and what insights can be gleaned and shared?
4. Learning from Service Quality Improvement Failures: What lessons can be derived from failures in maintaining service quality improvements?
5. Criteria for Award Evaluation: Does the award submission encompass the necessary comparative benchmarks, objective assessments, and external perspectives for evaluating system performance and internal outcomes?
6. Use of Awards: Are private and public awards employed to recognize, reward, and disseminate effective strategies for organizational change?

Government entities encounter various pressures that can hinder the implementation of new tools, systems, training, and technologies. Effective implementation of these changes can lead to improved performance and increased public confidence. State and local governments possess distinct constitutional roles separate from those of the federal government, resulting in limited policy-

making authority for chief executives. These governments are often known for resisting change and vulnerability to external pressures. Enhancing performance is particularly challenging because of the following factors, as identified in, [20], [21], [22]:

1. Measuring Performance in Government: Unlike market-driven private sectors, governments vary in their capacity to measure performance effectively.
2. Political Influence on Citizen Requirements: Political interests can complicate the definition of citizen and client requirements.
3. Competition for Public Resources: Government agencies often compete with private interest groups for limited public resources.
4. Challenges in Setting Service Standards: Setting and enforcing service standards can be problematic for public entities.
5. Measuring Intangible Outcomes: Results, performance, and outcomes are often less quantifiable and tangible in the public sector.

These multifaceted challenges underscore the complexities of improving government performance and achieving tangible outcomes. Thus, in addition to factors that require special attention to realize a more optimal quality of service, some issues must be addressed and followed up according to the type of government organization concerned and the conditions in their respective fields.

2.2 Level of Confidence

Level of Confidence is a belief that is a "cognitive component that reflects the degree of confidence or certainty with which a belief or attitude is held", [23]. Beliefs can be distinguished from belief strength and, by extension, from expectations, as expectations are themselves beliefs. Consumer's subjective probability that a particular object is associated with a particular attribute.

2.3 Performance Management

Performance management is about organization management. It is not a system or technique but a natural management process, [24]. It also involves managing the internal and external contexts of the business. These will impact how it evolves, what it accomplishes, and how it operates. Context is crucial, and one could argue that context-based management is more critical than performance management.

Performance management affects the entire organization, not just administrators. It replaces the cultural presumption that only managers are

responsible for the performance of their teams with the belief that managers and team members share responsibility. Customers for their managerial contributions and services are those who report to them. Managers and their groups are jointly responsible for results and are involved in determining what needs to be done, monitoring performance, and taking action. The performance management process is a component of an organization-wide, holistic approach to performance management.

In its broadest sense, performance management is predicated on the notion that all work activities contribute to achieving organizational objectives, regardless of the level. It focuses on what individuals do (their work), how they do it (their behavior), and what they accomplish (their results). It encompasses all formal and informal actions taken by an organization to enhance the corporate, team, and individual efficacy and the ongoing development of knowledge, skills, and competencies. It is not a departmental system that operates once a year (through annual evaluations) and is then abandoned. According to, [25], performance management should adhere to the following ethical principles:

1. The principle of individual respect emphasizes that each person should be regarded as an end in themselves rather than merely a means to achieve another goal. This extends to mutual respect for all parties involved in the performance management process.
2. The process should consider and honor the needs and concerns of all parties.
3. Procedural justice should be upheld within performance management procedures to ensure fairness and minimize negative impacts on individuals.
4. Transparency is crucial; individuals affected by decisions resulting from the performance management process should be able to examine the rationale underlying those decisions.

What is measured is often straightforward; in some cases, what is meaningful is not measured, and what is measured is not significant. It has been confirmed, [26], that the greater the emphasis on measurement and quantification, the more likely the task's nuanced and immeasurable components will be neglected. Therefore, performance quality frequently loses out to quantification. Indeed, there are aspects of all work that are challenging to quantify. However, all work produces outcomes that can be quantified.

Collaboration has become a focal point in contemporary work environments, driven by

several factors. These include delays within organizations, the influence of emerging technologies, the heightened use of work groups, task forces, and project teams to tackle innovation and operational challenges, the establishment of customer service teams to enhance customer relationships, and the recognition of the significance of synergy-the idea that the combined impact of a group can surpass the sum of individual efforts. In response to the perceived need for improved collaboration, there has been a notable emphasis on training in team building and interactive interpersonal skills. However, less attention has been directed toward examining how performance management practices can effectively facilitate collaboration and promote team-based rewards rather than individual performance-based compensation.

2.4 Notice of Progress of Investigation Results (SP2HP)

The provision of the Notification of Progress of Case Results (SP2HP) is a fundamental right for the reporting party, which aims to ensure accountability and transparency during investigations. According to Article 39, paragraph 1 of Regulation Number 12/2009 by the Chief of Indonesian National Police regarding Supervision and Control of Criminal Case Handling within the Indonesian National Police, investigators must provide SP2HP regularly to the reporting party, even if not explicitly requested. This regular provision should occur at least once every month to maintain accountability and transparency throughout the investigation process, [27].

Notification of Progress of Investigation Results (SP2HP) is a right granted to the reporter. To ensure accountability and transparency in investigations, the investigator must periodically provide SP2HP to the reporter, whether requested or not. This provision is stipulated in the Regulation of the Chief of the Indonesian National Police Number 12 of 2009 concerning the supervision and control of criminal case handling within the Indonesian National Police. Specifically, Article 39, paragraph 1, states that to uphold accountability and transparency in investigations, investigators must furnish SP2HP to the reporting party periodically, with a minimum requirement of once every month, [27]. It is also stated in the following description that SP2HP contains at least:

1. Subject matter;
2. The level of investigation conducted and its outcome;

3. Problems/obstacles encountered in the investigation;
4. Further action plans and
5. Appeal or affirmation to the reporter about their rights and obligations for a smooth and successful investigation.

Furthermore, the SP2HP sent to the reporter is signed by the Head of the Investigation Team and known by the Investigator Supervisor, of which a copy must be submitted to the immediate superior. SP2HP is a police service that provides information to the public regarding the progress of cases handled by the police. With the transparency of case handling, the public can assess the performance of the police in handling various criminal cases that occur in the community.

In SP2HP, there is also a code in the upper right corner that indicates the following information, [27]:

- A1: Progress report of research results.
- A2: The development of the investigation results cannot be followed up with the investigation.
- A3: The development of the investigation results will be investigated.
- A4: Progress of the investigation results.
- A5: SP3 (Surat Perintah Termination of Investigation).

The interval for providing SP2HP is the first time an investigation warrant is issued within 3 (three) days of the police report being made. The SP2HP is then given to the reporting community, which contains a statement that the report has been received, the name of the investigator, and a telephone/HP number. It is also stated that the time for providing SP2HP based on the level of investigation for cases is as follows, [27]:

Furthermore, completion is calculated when the first case file is submitted. It was also pointed out that the time of delivery of SP2HP to the complainant or family is not regulated. Previously, in the provisions of Article 39 paragraph (1) of Perkap No. 12 of 2009 (which has now been revoked and replaced by the enactment of Perkap No. 14 of 2012), it was stated that every month at least one investigator is periodically obliged to provide SP2HP to the complainant, whether requested or not. However, in Perkap No. 14 of 2012, it is no longer regulated regarding the time of acquisition.

Therefore, to determine the progress of the ongoing investigation process, the reporting party can submit a request to be given SP2HP to the relevant police, as regulated in the provisions of Article 11 paragraph (1) letter a of Perkap No. 21 of 2011 in conjunction with Article 12 letter c of

Perkap No. 16 of 2010. For every issuance and submission of SP2HP, the investigator must sign and submit a copy to his superior. With this SP2HP, the reporter or complainant can monitor the performance of the police in handling their case. The reporter or complainant can contact the investigator at any time to discuss the case's progress. If the investigator refuses to provide SP2HP, we can report it to the investigator's superior. If the investigator's superior ignores our report, we can report it to the Propam Division of the relevant Regional Police.

2.5 Community Satisfaction

Some researchers, [13], note that customer satisfaction is a perception; therefore, this specific information is not readily available; however, additional efforts are required to collect, measure, analyze, and explain it. In addition, customer perceptions play a crucial role in the "service gap" theory, which examines the difference between customer expectations and actual experiences.

Satisfaction is vital in benefiting individual consumers, the profitability of businesses reliant on consumer purchases and patronage, and the integrity of economic and political structures. All these entities derive advantages from delivering and adopting positive life outcomes, particularly in the marketplace. The pursuits of individuals and their objectives, often achieved through the consumption of products and use of services, can be correlated with satisfaction, [28].

2.6 Research Hypothesis

Based on the problem formulation, research objectives, and insights drawn from theoretical and empirical studies, the following research hypotheses can be articulated (Figure 1):

1. Service quality exerts a positive and statistically significant influence on performance.
2. Service quality exerts a positive and statistically significant influence on community satisfaction.
3. The level of confidence exerts a positive and statistically significant influence on performance.
4. The level of confidence exerts a positive and statistically significant influence on community satisfaction.
5. Performance exerts a positive and statistically significant influence on community satisfaction.
6. SP2HP has a positive and statistically significant impact on community satisfaction.
7. SP2HP moderates the relationship between performance and community satisfaction.

8. Performance serves as a mediating factor in the relationship between service quality and community satisfaction.
9. Performance serves as a mediating factor in the relationship between the level of confidence and community satisfaction.

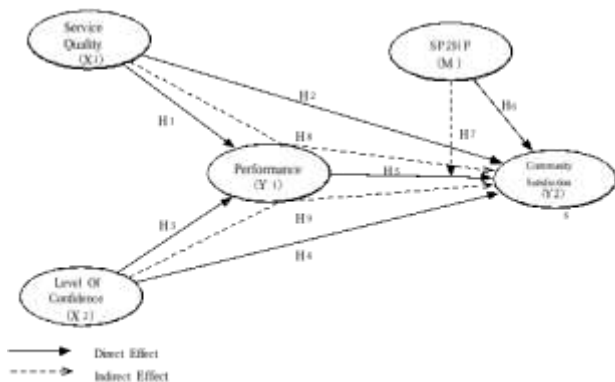


Fig. 1: Research Framework

3 Research Methods

3.1 Research Design

Studies that establish causal relationships between variables are referred to as explanatory studies. In this case, the emphasis is on studying the situation or problem to explain the relationship between variables. Explanatory studies are designed to test whether one event causes another, [29]. This study is descriptive, where data has been collected through questionnaires from predetermined respondents to understand the most important factors of predictor variables that affect the performance and quality of public services provided in connection with the duties and functions of the organization being carried out.

3.2 Research Population and Sample

The population in this study were local people who used SP2HP services in the East Kutai Resort Police area, particularly in terms of service quality, level of confidence, police performance, and service user satisfaction. The sample in this study was part of the population, or in this case, the sample was taken by purposive or saturated sampling. In this case, the sample was taken by purposive or saturated sampling, [30], which takes samples from the entire population. The sample criteria in this study are as follows:

1. People domiciled in the Kutim Police area for at least the last year
2. People at least 18 years old and above

3. People have reported criminal cases to the Kutim District Police
4. The public has received services from the Kutim Police regarding criminal cases.
5. People who have received SP2HP services.

Sampling data in this study aligns with the rules for taking data totaling more than 30 and under 500 that can be taken as a whole, [30].

Furthermore, this study focuses on the residents of East Kutai Regency, which falls under the jurisdiction of the East Kutai Police. These residents reported incidents involving theft, sexual abuse, motor vehicle theft, maltreatment, fire, illegal logging, forest fires, sharp weapons, beatings, and other crimes in the last three years (2019, 2020, and 2021). There were 205 criminal offenses reported in 2019, 201 cases in 2020, and 239 cases in 2021, with an overall average of 215 cases per year. Based on these data, 239 individuals were identified as potential research respondents.

3.3 Operational Definition

1. Service quality is a well-known quality model that has been used to measure the quality of service processes to consumers, where human encounters are important to provide satisfactory service to customers, [12], [13], [31]. Thus, service quality is a major foundation for determining the satisfaction level of service users or, in this case, the community as a reporter.
2. The level of confidence motivates customers to become loyal, [32]. This definition underlies the notion that the level of confidence is a descriptive idea that a person holds about something and is based on knowledge and opinion, thus encouraging the intention to use services.
3. SP2HP is short for Notification of Progress of Investigation Results, which contains the subject matter, investigative actions that have been carried out and their results, problems/obstacles encountered in the investigation, further action plans, and an appeal to the reporter about his rights and obligations for a smooth and successful investigation, [27]. SP2HP is a police service that provides information to the public on the progress of cases handled by the police.
4. Performance is the contribution that each individual makes to achieve overall organizational goals, [25]. Performance is the overall result or success of Polres Kutim during a certain period in performing tasks compared to various possibilities according to the public's views who use SP2HP services.

5. Community satisfaction is the desired end state of consumption or patronization, i.e., in the form of a reinforcing and pleasant experience for users of goods and services, [33]. In this case, satisfaction is a feeling of pleasure or disappointment felt by people who receive services, which arises after comparing their perceptions of the expected performance.

3.4 Research Instruments

The instrument used in this study is a questionnaire that contains scale elements to measure the attitudes, perceptions, and opinions of the research respondents.

1. The following indicators can measure service quality, [18]: performance produced, characteristics possessed, providing reliable services, suitability in its services, speed of duration in service, ability to serve, esthetics in service, and perception of the best service.

2. Level of confidence

The level of confidence can be measured by the following indicators, [34]: the level of service reliability, responsiveness provided in its services, certainty of guarantees provided for the services provided, level of concern for the community as service users, and ability to protect the community.

3. SP2HP

The following indicators can measure the SP2HP, [27]: the availability of SP2HP services, SP2HP services are classified as timely, SP2HP services are classified as accurate, the information in SP2HP is updated, the information in SP2HP covers certain cases, and Kutim Police support the use of SP2HP swiftly.

4. Performance

The following indicators can measure performance, [35], and in this case, it can be perceived in the SP2HP service at Kutim Police as follows: the existence of awareness of personal motivation in their duties, every activity in the tasks carried out has an impact on work results, officers have strategic abilities in their field of work, awareness in the field of work that is their main task, officers' ability to analyze, officers can think creatively in their field of work, officers have a surefire way of solving problems, officers have good assertiveness, officers make good teamwork efforts, and officers focus on the field of duty in their services.

5. Community satisfaction

In this case, satisfaction with the services received by service recipients can be measured

using several indicators, [33]. In this case, it is related to the SP2HP service of Polres Kutim, namely, the reputation of the officer in providing special services, the average quality of the services provided can run well, the officer can be convinced about his ability to provide special services, the officer can provide readiness in his field of service, and the officer has strengths that are classified as professional in his field.

4 Analysis Results and Discussion

4.1 Result

Based on the loading structure analysis conducted using the algorithm, it is shown that not all question items or indicators can be included in the Smart PLS analysis model. The minimum indicator value that meets the requirements is a loading factor value > 0.70 , [36]. The loading factor measurement can also be displayed in Figure 2 as follows:

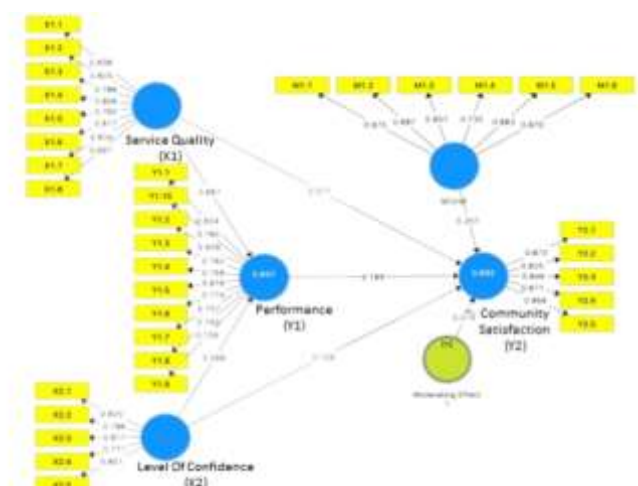


Fig. 2: Path diagram of the model analysis results with the first loading factor measurement algorithm.

Source: Smart PLS Analysis Output

The algorithm analysis results in Figure 2 show one indicator, variable $X_{1.8}$, which has a loading factor value or indicator that is < 0.70 or is an outlier that must be removed from the indicator. Next, we re-run the algorithm analysis and produce the analysis results in Figure 3 as follows:

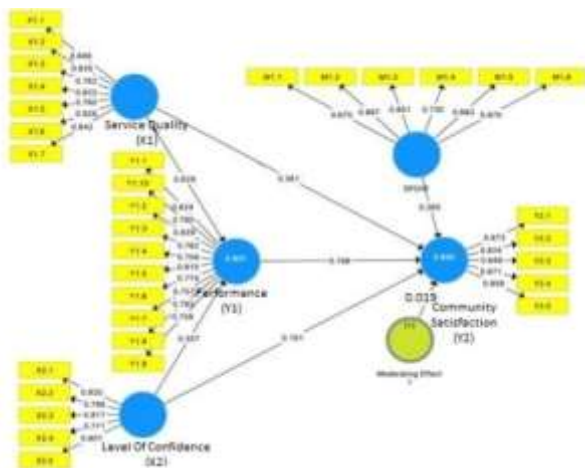


Fig. 3: Path diagram of model analysis results with measurement algorithm 2nd loading factor.
Source: Smart PLS Analysis Output

Furthermore, running Bootstrapping to determine the level of significance of the path diagram is displayed in Figure 4 as follows:

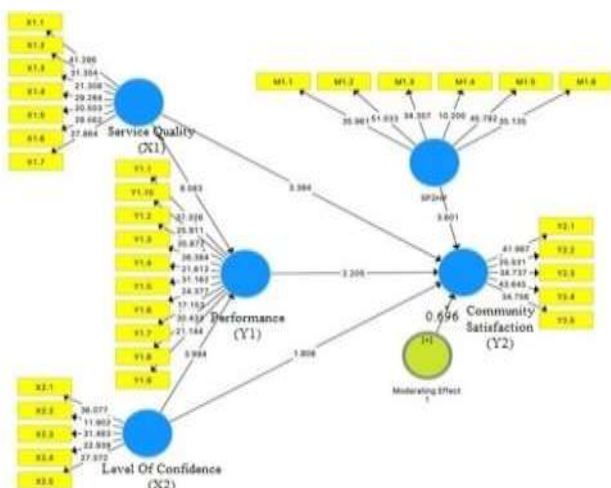


Fig. 4: Path diagram of model analysis results with bootstrapping
Source: Smart PLS Analysis Output

The results of the path diagram in Figure 4 will be analyzed in the next section to determine the feasibility of the model, the level of significance, and the proof of the hypothesis.

4.1.1 Outer Model Evaluation of Reflexive Constructs with Validity and Reliability

Several value measurements in Table 1 demonstrate the validity and dependability of the structural model for the reflexive construct.

According to the findings presented in Table 1, Cronbach's alpha values obtained through this confirmatory research surpass 0.70 for all reflexive construct indicators. This outcome signifies that all indicators of the reflexive construct are reliable and meet the reliability criteria. In addition, the composite reliability value derived from this confirmatory investigation exceeds 0.70, affirming its reliability. Furthermore, all constructs' average variance extracted (AVE) values are above 0.50, signifying both convergent validity and high reliability. Moving forward, as displayed in Table 2, the model's validity criteria are also assessed through discriminant analysis:

Table 1. Construct reliability and validity

	Cronbach's Alpha	Composite Reliability	Average variance extracted (AVE)
Community Satisfaction	0.908	0.932	0.732
Performance	0.932	0.942	0.821
Service Quality	0.915	0.932	0.663
Moderating Effect 1	1.000	1.000	1.000
SP2HP	0.924	0.941	0.727
Level of confidence	0.859	0.898	0.639

Source: Smart PLS Analysis Output

Table 2. Discriminant Validity–Heterotrait– Monotrait (HTMT)

	Community Satisfaction	Performance	Service Quality	Moderating Effect 1	SP2HP	Level of confidence
Community Satisfaction	-	-	-	-	-	-
Performance	0.490	-	-	-	-	-
Service Quality	0.381	0.279	-	-	-	-
Moderating Effect 1	0.298	0.337	0.293	-	-	-
SP2HP	0.282	0.308	0.158	0.366	-	-
Level of confidence	0.401	0.392	0.297	0.314	0.389	-

Source: Smart PLS Analysis Output

Table 3 R-square Value Evaluation

	<i>R Square</i>	<i>R Square Adjusted</i>
Community Satisfaction	0.850	0.846
Performance	0.831	0.829

Source: Smart PLS Analysis Output

Table 2's discriminant validity analysis reveals that all HTMT values for each variable are less than or less than 0.90, indicating that the correlation value for each variable has satisfied the discriminant validity value, which is categorized as satisfactory.

4.1.2 Inner Model Evaluation of Reflexive Constructs

The evaluation of the inner model in this study can be seen in Table 3.

According to the data presented in Table 3, the coefficient of determination (R square) for the variable "community satisfaction" stands at 0.850, accompanied by an adjusted R square value of 0.846. This outcome signifies that the collective influence of service quality and the level of confidence, when considered concurrently, on the variable "performance" attains a value of 0.831, corresponding to 83.1%. Given that the adjusted R square exceeds the threshold of 0.75, it indicates a robust and substantial influence exerted by all exogenous constructs, namely service quality and the level of confidence, on the variable "performance", [37].

Conversely, the R square value of the joint effect of service quality, level of confidence, performance, and SP2HP on "community satisfaction" also registers at 0.850, alongside an adjusted R square value of 0.846. This observation

underscores indicate that the cumulative impact of service quality, level of confidence, performance, and SP2HP on "community satisfaction" stands at 85%. Once again, the adjusted R square value surpasses the 0.75 threshold, signifying a robust influence in this context, [37].

4.2 Path Diagram Model Analysis Results

Based on the results of the direct effect path coefficient analysis in Figure 3, it can be further analyzed by displaying the direct effect of exogenous variables on endogenous variables in Table 4.

According to the results of the path coefficient in Table 4, there are five variables with a significant direct effect, as evidenced by the statistical t-value for these variables being greater than 1.96. In contrast, the other two variables had no effect or a statistical t-value of less than 1.96. Additionally, the analysis reveals that not all hypotheses can be adopted.

Table 4 presents the significant findings. The direct influence of service quality on community satisfaction is evidenced by a statistical t-value of 8.583, exceeding 1.96, and a p-value of 0.000, less than 0.05, confirming a positive and significant effect, thus supporting the hypothesis. Similarly, the impact of service quality on community satisfaction is underscored by a statistical t-value of 3.384, surpassing 1.96, and a p-value of 0.001, below 0.05, signifying a positive and significant effect, which supports the hypothesis. Moreover, the level of confidence's effect on performance is

substantiated with a statistical t-value of 3.994, surpassing 1.96, and a p-value of 0.000, less than 0.05, implying a positive and significant effect, validating the hypothesis.

Table 4. Path coefficients' direct effect between variables

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P values	Hypothesis
Service quality -> Performance	0.629	0.630	0.073	8.583	0.000	Accepted
Service quality -> community satisfaction	0.361	0.359	0.107	3.384	0.001	Accepted
Level of confidence -> Performance	0.307	0.306	0.077	3.994	0.000	Accepted
Level of confidence -> community satisfaction	0.161	0.161	0.089	1.808	0.071	Rejected
Performance -> Community satisfaction	0.198	0.197	0.090	2.205	0.028	Accepted
SP2HP -> Community satisfaction	0.260	0.263	0.072	3.601	0.000	Accepted

Source: Smart PLS Analysis Output

Table 5. Path coefficients' indirect influence between variables

	Original Sample	Sample Mean	Standard Deviation	t Statistics	P values	Hypothesis
Service quality -> performance -> community satisfaction	0.125	0.125	0.060	2.069	0.039	Accepted
Level of confidence -> performance -> community satisfaction	0.061	0.059	0.031	1.934	0.054	Rejected
Moderating effect -> community satisfaction	0.019	0.018	0.027	0.696	0.487	Rejected

Source: Smart PLS Analysis Output

The impact of the level of confidence on community satisfaction yielded a statistical t-value of 1.808, which is less than the critical threshold of 1.96, and the associated p-value of 0.071 exceeded the significance level of 0.05. These results indicate a positive but statistically insignificant effect, leading to the rejection of the hypothesis. In contrast, the effect of performance on community satisfaction demonstrated a statistical t-value of 2.205, exceeding the threshold of 1.96, and the associated p-value of 0.028 was less than the significance level of 0.05. Consequently, this effect is classified as positive and significant, leading to the acceptance of the hypothesis. Similarly, the

effect of SP2HP on community satisfaction was characterized by a statistical t-value of 3.601, surpassing the threshold of 1.96, and the associated p-value of 0.000 was less than the significance level of 0.05. This effect is also classified as positive and significant, resulting in the acceptance of the hypothesis.

Furthermore, it is noteworthy that the existing model allows us to determine the indirect effect mediated by SP2HP on the relationship between performance and community satisfaction. Detailed information regarding this indirect effect can be found in Table 5.

Table 5 provides insights into the indirect effects between exogenous and endogenous variables mediated by intermediary and moderating variables. Specifically, there are two paths of indirect influence and one influence of the moderating variable on the relationship between exogenous and endogenous variables.

1. Regarding the mediation of performance on the relationship between service quality and performance, the statistical t-value of 2.069 exceeded the threshold of 1.96, and the associated p-value of 0.039 was less than 0.05. This indicates that performance does not mediate the relationship between service quality and performance, leading to the acceptance of the hypothesis.
2. Concerning the mediation of performance on the relationship between the level of confidence and performance, the statistical t-value of 1.934 is less than the threshold of 1.96, and the associated p-value of 0.054 exceeds 0.05. These results indicate an insignificant effect, implying that performance cannot mediate the relationship between the level of confidence and community satisfaction. Consequently, the hypothesis is rejected.
3. The moderation of SP2HP on the relationship between performance and community satisfaction was assessed with a statistical t-value of 0.696, which falls below the threshold of 1.96. The associated p-value of 0.487 is also greater than 0.05, indicating insignificance. Thus, the hypothesis of moderation is rejected.

Based on these results, the results of hypothesis testing can be presented in the following description:

1. Hypothesis 1: accepted because the statistical t value is $8.583 < 1.96$ or p values $0.000 < 0.05$, indicating that service quality positively and significantly affects performance.
2. Hypothesis 2: accepted because the t statistical value is $3.384 > 1.96$ or p values $0.001 < 0.05$, indicating that service quality positively and significantly affects community satisfaction.
3. Hypothesis 3: accepted because the statistical t value is $3.994 > 1.96$ or p values $0.000 < 0.05$, which indicates that the level of confidence has a positive and significant effect on performance.
4. Hypothesis 4: rejected because the statistical t value is $1.808 < 1.96$ or p values $0.071 > 0.05$, which indicates that the level of confidence has a positive but insignificant effect on community satisfaction.
5. Hypothesis 5: accepted because the t statistical value is $2.205 > 1.96$ or p values $0.028 < 0.05$, indicating that performance positively and significantly affects community satisfaction.
6. Hypothesis 6: accepted because the statistical t value is $3.601 > 1.96$ or p values of $0.000 < 0.05$, indicating that the SP2HP hypothesis positively and significantly affects community satisfaction.
7. Hypothesis 7: rejected because the t statistic value is $0.696 < 1.96$ or p values $0.487 > 0.05$, which indicates that SP2HP does not moderate the relationship between performance and community satisfaction.
8. Hypothesis 8: accepted because the t statistical value is $2.069 > 1.96$ or p values $0.000 < 0.05$, which indicates that performance mediates the relationship between service quality and community satisfaction.
9. Hypothesis 9: rejected because the statistical t value is $1.934 < 1.96$ or p values $0.054 > 0.05$, which indicates that performance does not mediate the relationship between the level of confidence and community satisfaction.

5 Discussion

5.1 Effect of Service Quality on Performance

Service quality determines the realization of organizational performance achievement. The results confirm those of previous studies by, [38], where the service quality dimension plays a major role in determining the achievement of organizational performance. This situation also illustrates the management's ability to provide service facilities to users. The organizational guidelines also confirm the modified service quality dimension as a form of centrality and reliability. Meanwhile, the importance of responsiveness is controversial. However, the relative variation in service quality within an organization is relative and significant to organizational performance, [39]. On the other hand, this study confirms the study by, [40], where this unique approach to improving service quality and identifying barriers to individual feedback may be useful for organizations navigating more valuable and user-driven activities.

The findings of this study indicate that all indicators are reflexive to their latent variables and show that the effect of service quality on performance is dominated by the indicator X_{11} or the quality of service in the form of work or

performance produced by Polres Kutim, which is classified as good. Meanwhile, the variable indicator that plays the lowest or smallest role is at X_{15} , or the service provided by Polres Kutim is fast. Therefore, in this case, it needs to be noted that the duration of the services provided is still classified as not fast or takes a relatively long time to handle cases or services to the community. On the other hand, in the performance variable, the dominant indicator is Y_{12} , which means that every service provided impacts the results. Meanwhile, the weakest indicator is in Y_{17} , the ability to solve problems. Therefore, the ability to solve problems is a key factor in delivering high-quality services to the community.

For the quality of service to be achieved well, it must be seriously improved. The service duration factor is needed because the community still feels that the duration is not fast or slow. Likewise, one of the performance elements, namely the ability to solve problems, can be improved in the future so that the performance of the Kutim Police will also improve.

Effect of service quality on community satisfaction

The findings of this study indicate that all indicators are reflexive to their latent variables and show that the service quality variable is dominated by indicator X_{11} or the performance produced by Polres Kutim, which is classified as good, while the weakest is in indicator X_{15} or the speed of service duration. Meanwhile, the community satisfaction variable is dominated by indicator Y_{21} , or the undoubted reputation of Polres Kutim, while the lowest is in indicator Y_{22} , or the average service provided is satisfactory. This situation shows that the perception of public satisfaction is still a major concern, considering that this is still an underdeveloped thing in a scenario of satisfaction with the services provided.

The findings from this study make a notable contribution to the existing literature on service quality, which has traditionally focused on utilitarian services. In utilitarian services, consumers assess service quality by rationally evaluating the service's functional utility. Researchers have highlighted that conventional service quality metrics, including reliability, empathy, assurance, and responsiveness, might predominantly capture cognitive service quality evaluations. However, these traditional measures may not apply to leisure services consumed for hedonic or enjoyment purposes and are evaluated based on emotional and experiential aspects, [41], [42].

In this situation, people who use police services in Kutim to resolve cases experienced or other services involving police officers and assess the quality based on how much or how quickly the cases handled by the police are resolved. People from different levels, such as reporters or service users who participate in the complaint of some cases, can judge the quality based on how much or how quickly the case resolution occurs; even the people involved can judge the quality based on the realization of the perceived expectations. Therefore, distinguishing between hedonic and utilitarian service contexts will help improve service quality measurement by incorporating the effect dimension. The hope is that so that each stratum of society can feel good service and by their expectations or shared expectations, a high level of care must be improved and become one of the priorities of Kutim Police. The slower services provided by Polres Kutim will be improved to ensure community satisfaction with the quality of service.

5.2 Effect of the Level of Confidence on Performance

The findings of this study indicate that all indicators are reflexive to their latent variables and show that the level of confidence is dominated by the indicator X_{21} or Polres Kutim, which has a high level of reliability in its services to the community. Meanwhile, the lowest indicator is on X_{24} , or Polres Kutim, which has a high level of care. On the other hand, the highest performance indicator is Y_{12} , which means that every service provided impacts the results. Furthermore, the lowest indicator is Y_{17} , which is the ability to solve problems. During the success of Polres Kutim in producing a high level of reliability and achieving services that can have an impact, it must pay attention to the factor of a high level of concern to be able to improve the resolution of existing problems through its duties and responsibilities.

The level of confidence of the Kutim community in the police service is relatively good, and the community can feel the reliability displayed by the police. In addition, the community is also able to feel well the responsiveness, assurance, level of care, and protection of the community displayed by the Kutim Police in its service to the community. This level of service gives an impression and builds the perception that the level of service provided is professional. The results of the analysis and findings also show that the achievement of performance in the Kutim Police organization needs attention in terms of the level of

concern for the community so that services align with the organization's goals, vision, and mission.

5.3 Effect of the Level of Confidence on Community Satisfaction

Confidence is a form of belief that is a cognitive component that reflects the level of confidence and certainty with which a belief or attitude is held, [23]. Thus, the community's confidence in this case is relatively small in the Kutim Police institution, thus reducing the level of satisfaction with the perceived service. The findings of this study do not confirm previous studies, [27], where the level of confidence is not in line with the level of community satisfaction. In previous studies, the level of confidence may significantly affect community satisfaction because of differences in the object of research and cultural and other situational trends.

The findings show that all indicators are reflexive to their latent variables, and the dominant indicator on the level of service is at X_{21} , or a good level of reliability in service to the community, while the lowest indicator is at X_{24} , or a high level of care. Meanwhile, satisfaction is dominated by indicator Y_{21} , or the undoubted reputation of Kutim Police, while the lowest is indicator Y_{22} or the average level of satisfactory service. This also shows that during the success of Kutim Police in providing satisfaction to the community by maintaining a level of confidence, they still need to pay attention to the level of care so that it will be able to increase community satisfaction.

The findings are based on the perceptions of people who use services at the Kutim Police Institution so far experiencing various situations and conditions. Generally, the level of confidence and satisfaction is in the good category. Furthermore, the level of public confidence obtained perception results smaller than the level of satisfaction. This also shows that the community is more satisfied with the existence of the police institution in society because of the provisions of the government.

On the other hand, the sense of public confidence that has been classified as good is still below the sense of satisfaction, and this shows that many people do not directly deal with or use the services of police institutions, so not all of them feel the existing services. Police institutions need to try to provide confidence to the community in the role of the police in protecting and serving the community so that the community feels protected and trusts the institution. Topographical factors in Kutim have significant differences with other

regions in East Kalimantan, in addition to being very wide and quite different cultures and environments that require extra work for police institutions to reach all levels of society with a high level of concern. Thus, the community will increase their level of confidence in the police institution.

Effect of performance on satisfaction

The findings of this study agree with the opinion of, [25], that a good performance that can impact the satisfaction of those who use their services is a performance that respects individuals to achieve their goals and has procedural justice and transparency in the performance management process. Similarly, in line with the opinion of, [34], performance achievement is supported by personal drive, impact on results, strategic capabilities, organizational circumstances, analytical skills, problem-solving, assertiveness, focus on those served, teamwork, interpersonal relationships, and adaptability. Service users will certainly feel this and be satisfied with the services provided with the support of optimal performance. These results also confirm the empirical study, [43], [44], in which performance positively and significantly impacts product, service, or service user satisfaction.

The findings show that all indicators are reflexive to their latent variables, that indicator Y_{12} dominates the resulting performance, and that every service provided impacts the results. On the other hand, the weakest indicator is found in Y_{17} , or the ability to solve problems. Meanwhile, satisfaction is dominated by indicator Y_{21} , or the undoubted reputation of Polres Kutim, and the lowest is indicated by indicator Y_{22} or the average level of satisfactory service. This also shows that in addition to achieving the undoubted reputation of Kutim Police through its ability to solve problems, it must be balanced with an increase in the ability to solve problems to increase the average level of service that can satisfy the community.

The performance displayed by the Kutim Police Institution shows good results and is supported by the respondents' perceptions in this study. The results of the dominant respondent's answer to performance are where every service provided impacts the results. This means that community expectations can adequately resolve any complaints or community needs. This can also work well because of the good personal drive of each police personnel, the ability of members to analyze, focus on service, and have good self-assertiveness. The Kutim community can also feel the existence of the Kutim Police as an institution that protects the community in connection with legal issues and related matters related to the

police. Existing police officers are perceived to be capable of mingling with the community and understanding local wisdom or local culture as the customs and habits of the community.

The presence of a police institution supported by an internal organization that is professional and adheres to the institution's mandate will be increasingly able to present a confident institutional image. However, it also needs to be improved in the institution's ability to solve diverse problems, considering that this indicator is the weakest and needs attention in the future.

5.4 Effect of SP2HP on Community Satisfaction

The results of this study agree with the Regulation of the Chief of the Indonesian National Police Number 12 of 2009 concerning Supervision and Control of Criminal Case Handling within the Indonesian National Police, article 39, paragraph 1, which ensures accountability and transparency of investigations. Investigators must provide SP2HP to reporting parties, whether requested or not, periodically at least once a month, [27].

The findings of this study indicate that all indicators are reflexive to their latent variables and show that the resulting SP2HP variable is dominated by the indicator M_{12} or SP2HP services are classified as timely. On the other hand, it was also found that the weakest indicator was indicator M_{14} or information in SP2HP is updated. This also shows that in addition to the advantages of SP2HP services, which are classified as timely, the information factor in SP2HP needs to be conditioned in the future by using data and information updating facilities with a digitization system. Therefore, accuracy, accuracy, truthfulness, and accountability can be well guaranteed to meet community expectations. The community predominantly feels that SP2HP services are timely. In addition, the police are considered capable and professional in performing their duties. Through SP2HP, the community can follow the progress of cases reported and handled by the police. Thus, the community is satisfied with the services that are felt directly in connection with some cases being handled while running, and the community can monitor them.

This research confirms the empirical research of, [45], where the services provided describe the conditions and treatment within the internal organization so that it will be able to satisfy service users and services. SP2HP is a Notice of Progress of Investigation Results and is a right for the reporter. In terms of ensuring accountability and

transparency of investigations or investigations, it is obligatory to provide SP2HP to the reporting party, whether requested or not, periodically. SP2HP is a police service that provides information to the public on how the police handle cases. With the transparency of case handling, the community can assess the performance of the police in handling various criminal cases that occur in the community. The Kutim community also feels that the first time SP2HP is given is when, after issuing an investigation warrant within three days, a police report is made. The SP2HP provided to the reporter contains a statement that the report has been received, the name of the investigator, and the cell phone number. Through SP2HP, the reporter or complainant can monitor the performance of the police in handling their case. The reporter or complainant can also contact the investigator at any time to inquire about the progress of the case. SP2HP in Kutim Police runs well and according to existing procedures so that the community can feel satisfied with the services provided by the police institution.

5.5 Moderating Effect of SP2HP on the Relationship between Performance and Community Satisfaction

The results of this study are not in line with the Regulation of the Chief of the Indonesian National Police Number 12 of 2009 concerning Supervision and Control of Criminal Case Handling within the Indonesian National Police, article 39, paragraph 1, which reads that in terms of ensuring accountability and transparency of investigations, investigators are required to provide SP2HP to reporting parties whether requested or not periodically at least once every month, [27]. In this case, SP2HP should be a factor that strengthens the relationship between performance and community satisfaction. This is possible because the SP2HP running at the Kutim Police Station is offline; therefore, reaching distant areas will take time to deliver it directly.

These findings also do not confirm the empirical study by, [9], in which online SP2HP has different users from offline ones. Thus, it does not bridge the relationship between performance and community satisfaction. SP2HP, run with an online model, can impact or mediate the relationship between performance and community satisfaction. The speed of delivery of SP2HP to the public reflects good and responsive police performance. At the same time, other factors will also be directly felt by the public in the form of satisfaction with police services. Although SP2HP at Kutim Police is still classified as timely according to public

perception, this still impacts several new problems in connection with the system that is still offline. Lack of updates and speed of delivery still dominate the problems in the SP2HP system.

The findings of this study indicate that all indicators are reflexive to their latent variables and show that the highest value on the SP2HP variable is on indicator M_{12} or SP2HP services are classified as timely. In contrast, the smallest indicator is on M_{14} , and SP2HP information is updated. The weakest indicator on M_{14} or information in SP2HP that implies updates in the SP2HP moderator variable is a special case because the SP2HP variable cannot moderate. The existence of information that is not updated is a factor that needs attention in the presence of a system that has not been digitized through a computerized system, so it cannot strengthen the relationship between performance and community satisfaction. Optimal performance is difficult to achieve; therefore, satisfaction alone cannot be achieved, given the relatively heavy topographical factors. The area is classified as numerous.

5.6 Mediating Effect of Performance on the Relationship between Service Quality and Community Satisfaction

The findings of this study align with the perspective articulated by, [46], which emphasizes the concept of holistic performance management. This approach is grounded in the belief that every task and action performed by individuals at all organizational levels contributes to the overarching organizational objectives. Consequently, it encompasses what individuals do in their roles, how they perform their tasks, and the outcomes they achieve. Within this framework, holistic performance management encompasses both formal processes and informational measures adopted by an organization to enhance the effectiveness of its services to the community. This holistic approach is a potential bridge between service quality and community satisfaction. Service quality can be enhanced by intervening through performance management, leading to more optimal performance outcomes. This alignment underscores the interconnectedness of various organizational elements and their impact on service quality and community satisfaction.

The findings of this study indicate that all indicators are reflexive to their latent variables and show that indicator Y_{12} dominates the resulting performance or that every service provided impacts the results. On the other hand, the weakest indicator is found in Y_{17} , or the ability to solve problems.

Meanwhile, the service quality variable is dominated by indicator X_{11} and the performance produced by Polres Kutim is classified as good. In contrast, the weakest indicator is X_{15} or the services provided by Polres Kutim are fast or relatively fast in handling cases. On the other hand, the latent variable of community satisfaction is dominated by the indicator Y_{21} , or the undoubted reputation of Polres Kutim, and the smallest is in Y_{22} , or promoting the performance of Polres Kutim.

The results confirm the results of an empirical study, [24], in which performance is a factor that bridges or plays an important role in a model of confirmed expectations. The perceived difference between expectations and reality can be properly harmonized through performance. Therefore, expectations of good and well-realized service quality will make feelings happy because they are based on existing desires. The performance of the Kutim Police, which is supported by the dominance of each service provided, impacts the results as a factor that bridges between service quality or good performance and community satisfaction or a good level of reliability in service to the community. However, the ability to solve problems that have not gone well needs special attention because it can hinder the performance of the Kutim Police as a mediator of service quality and community satisfaction.

5.7 Mediating Effect of Performance on the Relationship between Level of Confidence and Community Satisfaction

The results of this study are not in line with the opinion of, [45], where performance is a factor that should display and greatly impact the relationship between exogenous and endogenous variables. Their performance will be measured by what they do to get results; how they do it will be less important as long as they do not interfere too much with the leadership or top management. The performance displayed in this case was based on the standard procedures of police work by the unit to which it was assigned. Thus, the public perceives the institution as organized under a strong command authority controlled by the top leadership. This causes performance to run optimally only within the internal organization; therefore, it does not mediate the relationship between the level of confidence and community satisfaction.

The findings of this study indicate that all indicators are reflexive to their latent variables and

show that the highest value on the performance variable is on indicator Y_{12} or every service provided has an impact on the outcome, while the smallest indicator is on Y_{17} , or the ability to solve problems. Meanwhile, the highest value in the trust level variable X_2 is the indicator X_{21} , or the good reputation of the Kutim Police. On the other hand, it also shows that the variable Y_2 , or community satisfaction, is dominated by the indicator Y_{21} , or the reputation of Kutim Police is not in doubt. In contrast, the weakest variable indicator on the performance variable, or Y_1 , is Y_{17} , or the ability to solve problems. This should be a concern so that the ability to solve problems is improved so that later, it can be strong and mediate the relationship between the level of confidence and community satisfaction.

The results of this study do not confirm previous studies, [47], in which performance mediates the relationship between and community satisfaction. Performance built by the dominance of indicators of impact on results, personal drive, analytical ability, focus on service, and good assertiveness can only go hand in hand with standard procedures in the Kutim Police organization. However, this performance does not mediate confidence with community satisfaction. The community has not put its full confidence in this institution and considers it to be an institution that protects the community as it should be. There are still doubts in the community about the institution of protectors. Thus, it does not fully create satisfaction for the community.

6 Conclusion

Based on the comprehensive discussion and analysis conducted in this study, the following conclusions can be drawn:

1. Service quality exerts a positive and significant influence on performance.
2. Service quality exerts a positive and significant influence on community satisfaction.
3. The level of confidence has a positive and significant impact on performance.
4. The level of confidence has a positive but statistically insignificant impact on community satisfaction.
5. Performance demonstrates a positive and significant impact on community satisfaction.
6. SP2HP has a positive and significant impact on community satisfaction.
7. SP2HP does not function as a moderating factor in the relationship between performance and community satisfaction.

8. Performance serves as a mediator in the relationship between service quality and community satisfaction.
9. Performance does not mediate the relationship between the level of confidence and community satisfaction.

7 Recommendations

Based on the conclusions stated, in this case, the following suggestions can also be made:

- 1) The quality of service can be further improved by accelerating the duration of service hours to the community because this factor is the weakest among performance measurement indicators. At the SPKT (Integrated Police Service Center) of East Kutai Police, there is no SOP during police service. This then causes police officers to have no time reference, and the public, as reporters, will not know the length of the line or waiting time for reports or complaints to be received, especially if there is a reporting line. The investigator can determine the duration of service hours in receiving reports or complaints by providing a time limit. When receiving reports or complaints, SPKT pickets, especially the detective function, can complete the receipt of the report in a maximum of 30 min. This time for receiving reports or complaints excludes the examination of the reporting witness or victim.
- 2) The quality of service can be improved again by providing trusted services to the public or being transparent without exception. One of the obstacles faced by the public as whistleblowers is the difficulty in communicating with investigators or investigators handling cases to determine the progress of reports or complaints. This can lead to the prejudice that there is no transparency in handling cases by the police. Service transparency can be achieved by creating an online public complaint service as a communication medium that can bridge the gap between the reporter and investigators or investigators of the Criminal Investigation Unit. This service is then active 24 hours a day so that public access as a reporter to investigators is unlimited and transparent.
- 3) Public trust can be increased again by giving the impression of deep concern for the community through direct involvement in a community activity. Make a breakthrough in the "Polres Hadir" program as a form of police presence at every event or moment of community activity. The community only needs to inform or invite

the police through Bhabinkamtibmas to attend the activity. The involvement of the police, in this case, can involve all police personnel at the East Kutai Police to realize the "Present Police" program, which will ensure the security and comfort of the community in performing activities without having to hesitate about various forms of security and order disturbances.

- 4) Public trust can be improved and built properly by increasing the responsiveness of members to public complaints related to the institution's existence. Optimizing the publication and accuracy of the 110 Polri Call Center service is a solution for improving Polri's responsiveness to public complaints. The use of mainstream media and social media (Instagram, TikTok, Facebook, Twitter, etc.) will positively accelerate the receipt of information and services from Call Center 110 Polri. In addition, the East Kutai Police must improve supporting facilities and infrastructure (vehicles and communication tools) to respond to every complaint and report from the public.
- 5) Improve performance by conducting training that can improve the personal abilities of members in solving a problem in their field of work. The capacity building program conducted by Polres Kutai Timur currently refers to the annual program designed by the National Police Headquarters, East Kalimantan Regional Police, and Polres Kutai Timur, which was compiled in the previous fiscal year. Therefore, in addition to routine programs, the capacity building of East Kutai Police personnel is also carried out incidentally, depending on the problems in the community. Thus, through regular and incidental education and training capacity-building programs for Polri personnel to understand the development of up-to-date laws and regulations, including the development of crime trends in society.
- 6) Improve SP2HP services that can provide up-to-date information to the public. Referring to the control of SP2HP services internally by the KBO (Kaur Bin Ops) of the Criminal Investigation Unit and externally by the Head of the Supervision Section (Kasi Was) of East Kutai Police SP2HP services. SP2HP services must be accessible by the reporter as a form of optimal police performance in handling cases to provide community satisfaction.
- 7) Using SP2HP with an online system to make it faster and more transparent in handling cases to bridge the relationship between services that

impact the community and the reputation of the Kutim Police. Given the online SP2HP service that was previously (April 26, 2021) launched by the National Police, it can no longer be accessed by the public as a reporter. Thus, online services are needed for time efficiency between investigators or investigators and the public as reporters to optimize the performance of the police in handling cases. On the other hand, the public can easily access the progress of the reported case.

- 8) Improve the ability of members to solve problems to further support the relationship between optimal member performance and service reliability. The ability "problem-solving" is an ability that every East Kutai Police personnel possesses. Problem-solving, starting at the village or sub-village level by Bhabinkamtibmas to the subdistrict level by Polsek, is expected to enable them to solve every problem early. Thus, not every problem must lead to reporting or complaints of criminal acts at the Polres level.
- 9) Increase high awareness of each member in their respective fields of duty to bridge the relationship between the level of reliability in service to the community and the reputation of Kutim Police. All police personnel at East Kutai Police Station must be able to interpret the mandate of Law Number 2 of 2002 concerning the Indonesian National Police, as in Article 13, that the main duties of the police are to maintain security and public order, enforce the law, and provide protection, protection, and services to the community. It must be understood that this task is not Polri's burden on personnel at the East Kutai Police in a particular field. Still, in effect, everyone is responsible for implementing the law. Implementing this main task is always carried out with predictability, responsibility, and transparency, with justice for the community.

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